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Country programmes and related matters

Country programme document for Timor-Leste (2021-2025)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Timor-Leste has made progress on sustainable development and poverty reduction since the 1999 referendum. Its Strategic Development Plan, 2011-2030, aims to transition Timor-Leste from a low-income to an upper-middle-income country by 2030, prioritizing three objectives: a 7 per cent annual economic growth rate; a 10 per cent reduction in the poverty rate; and the creation of 60,000 new jobs annually¹. Timor-Leste is preparing to graduate from least-developed country and join the Association of South-East Asian Nations. The common country analysis and the Voluntary National Review, 2019, both acknowledge that Timor-Leste has made good progress towards several of the Sustainable Development Goals; has developed independent electoral and oversight institutions; and is committed to state-building.

2. Nevertheless, Timor-Leste is unlikely to achieve any of the Goals by 2030. While those living below the international poverty line (\$1.90/day)² fell from 47.2 per cent in 2007 to 30.3 per cent in 2014³, multidimensional poverty (46 per cent) is the highest in Southeast Asia.⁴ The slowdown of the economy since 2011⁵, the over-reliance on the Petroleum Fund to finance public expenditure⁶, and the increasing proportion (83 per cent) of unemployed youth⁷ are likely to deepen poverty and exacerbate inequalities. While 74 per cent of the population is under 35 years old, state investment in human capital is low.

3. As a small island developing State, Timor-Leste is the 15th most vulnerable country to climate-induced disasters⁸, putting coastal and mountainous communities at risk. It also faces the slow-onset threats of increased temperature and drought, which reduce water availability and agricultural livelihoods to 70 per cent of the people. The cost of building and maintaining infrastructure⁹ exacerbates the vulnerability of Timor-Leste to climate-induced disasters.

4. Informed by the common country analysis, the United Nations developed its second Sustainable Development Cooperation Framework¹⁰ supporting the Strategic Development Plan. The framework was developed through consultations with the Government, civil society and the private sector that included participatory co-designing sessions. The framework has human rights principles at its core and builds synergies across United Nations organizations in line with the 'one UN' reform agenda. Following identification of the most vulnerable groups in the common country analysis, UNDP will target young women and men not in employment, education or training; the multi-dimensionally poor; and survivors of gender-based violence as the most direct way to contribute to the Sustainable Development Goals, applying the principle of 'leaving no one behind.'

5. The common country analysis identifies climate change, multidimensional poverty, and lack of access to high-quality services as causal factors of the development challenges facing Timor-Leste. UNDP has a comparative advantage at the intersection of those three factors¹¹, as it works directly with youth, women, the poor, and government partners to promote economic opportunities, resilience to climate change, and accountable institutions that deliver high-quality services.

6. The cooperation framework underscores that limited access to sustainable economic opportunities and decent work is linked to a non-diversified economy. UNDP has a unique role in the intersection of a green/blue economy, livelihoods linked to nature-based solutions, and climate

¹ Government of Timor-Leste, Strategic Development Plan, 2010; Government programme of the Eighth Constitutional Government

² Purchasing power parity, 2011, equivalent to \$40.45 per person/month, at 2014 Timor-Leste prices

³ World Bank world development indicators

⁴ UNDP Human Development Report, 2019

⁵ Ministry of Finance national accounts, 2000-2018.

⁶ Timor-Leste Economic Report: Moving Beyond Uncertainty, April 2019. Washington DC: World Bank (p.10)

⁷ Youth unemployment, 24.7 per cent in urban areas and 8.4 per cent in rural areas (Labour Force Survey, 2016)

⁸ World Risk Report, 2019

⁹ Timor-Leste Public Expenditure Review: Infrastructure. Ministry of Finance and World Bank, March 2015

¹⁰ United Nations Sustainable Development Cooperation Framework for Timor-Leste, 2021-2025

¹¹ Independent country programme evaluation, 2019 (p. 18)

resilience¹². The independent country programme evaluation noted that the local development model in Oé-cusse should be replicated, as it integrated job creation with climate risk-informed local planning; successfully identified capacity, market, and technological bottlenecks; and helped start and grow businesses, improve productivity and generate diverse livelihoods¹³.

7. The growing number of young men and women in the labour market need skills, competencies, incentives and networks to seize job opportunities or grow as entrepreneurs. This is vital, as 20.3 per cent of 15-24-year-old youth (23.7 per cent female) were not in employment, education or training in 2015¹⁴. The UNDP Accelerator Lab, and its experience in youth entrepreneurship, position it uniquely to contribute in this area¹⁵. The integrated Business Incubator programme in Oé-cusse, and the Youth Innovation Hub (*Knua Juventude*) in Dili, were evaluated as innovative approaches with the potential to generate sustainable businesses for youth. The evaluation identified key challenges related to scaling up, attracting government funding, and addressing structural impediments to youth entrepreneurship.

8. The cooperation framework notes that the ability of Timor-Leste to cope with the impact of climate change, and to protect its natural resources, must be strengthened. UNDP is well positioned to deepen its engagement in the climate space, having strengthened government institutional capacity and knowledge on disaster risk management and climate change adaptation at the national and municipal levels¹⁶. However, the pending approval of policies on climate change, renewable energy, and disaster management, suggests the need for stronger policy advocacy and civil society watchdog capabilities. UNDP has ample experience in community-based natural resource management, participatory design, monitoring climate-resilient infrastructure, community outreach, and taking climate-smart technology to municipalities¹⁷.

9. The cooperation framework highlights that the persistence of multidimensional poverty is partly driven by lack of access to quality public services – particularly for women and excluded groups – and non-inclusive decision-making processes. Based on its record in institutional capacity development, municipal strategic planning and judicial reform, UNDP is well positioned to advance public administration reform and support the decentralization process. UNDP is a trusted and impartial partner¹⁸ with proven capacity in strengthening approaches that promote ownership and sustainability¹⁹, and has developed blueprints for inclusive municipal plans²⁰. Past UNDP contributions to deconcentration have positioned it to support decentralization efforts, serve as a platform for integrating the wider support of United Nations organizations, and demonstrate greater impact in localizing the Sustainable Development Goals.

10. UNDP support for the organizational development of the judicial sector and training of police has led to more efficient management of justice, greater knowledge of, and access to, formal justice, and support to survivors of domestic violence²¹. With UNDP comparative advantages to expand the reach of mobile courts to survivors of gender-based violence and reduce the discrimination that women, girls and vulnerable groups (such as the lesbian, gay, bisexual, transgender and intersex communities, and people with disabilities) face when accessing justice, it will open opportunities to support the longer-term goal of establishing more permanent courts.

11. Within the United Nations system, UNDP integrates the technical expertise of United Nations organizations to tackle complex challenges. As a part of the coordinated support of the

¹² Independent country programme evaluation, 2019 (p.20)

¹³ Ibid. (p.31)

¹⁴ Census, 2015

¹⁵ Independent country programme evaluation, 2019 (p.21)

¹⁶ Ibid. (p.16)

¹⁷ Results-oriented annual report, 2019 (p. 1)

¹⁸ UNDP Partnership Survey, 2017

¹⁹ Outcome Evaluation of Democratic Governance (2018), UNDP Timor-Leste (p.12, p.37)

²⁰ Independent country programme evaluation, 2019 (p. 31)

²¹ Ibid. (p. 38)

United Nations Sustainable Development Cooperation Framework, UNDP will chair the governance results group and co-chair the climate change and resilience results group. The value added by UNDP is demonstrated by its brokering role in bringing the technical expertise of the wider United Nations system together with the European Union, the World Bank Group, and the private sector to promote partnership and joint financing for the Sustainable Development Goals.

II. Programme priorities and partnerships

12. The UNDP vision for the 2021-2025 programme is **to accelerate progress on the Sustainable Development Goals in Timor-Leste by reducing vulnerability to poverty and promoting resilience to climate change, accountable governance, and economic transformation**. Given the small island developing States context and challenges in Timor-Leste, UNDP will promote the following transformational impacts: green/blue and circular economic development; sustainable management of natural resources and innovative public-private cooperation to reduce climate-risks and strengthen resilience; and gender-responsive, inclusive and human-rights-driven governance. In cooperation with the Resident Coordinator and the United Nations country team, UNDP will offer bold solutions to address the health and socio-economic impacts of COVID-19, with a focus on the most vulnerable communities.

13. UNDP will lead on three priorities of the cooperation framework: **economic opportunities and decent work for all** (outcome 2); **resilience to climate change and sustainable management of resources** (outcome 6); and **accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels** (outcome 5). Recognizing the interconnected nature of the underlying drivers of these outcomes, UNDP will address these priorities using five transformational strategies aligned with the UNDP Strategic Plan.

14. *Strengthening and diversifying livelihoods* is a core strategy to reduce vulnerability to poverty, promote jobs in the green/blue and circular economies, and increase the resilience of communities to cope with climate, health and economic shocks. *Risk-informed and gender-sensitive strategic planning on climate change* is a cross-cutting transformational strategy. It involves supporting municipal and national governments in developing evidence-based plans and budgets – and implementing those plans to deliver climate-resilient public services and infrastructure. *Institutional strengthening* is integral to ensuring that government institutions and municipalities have the capacities, systems, and tools to plan, finance, implement and monitor public and private investments and to deliver citizen services. *Promoting accountability and strengthening civil society* are crucial for transforming the structural and democratic conditions needed to progress on the Sustainable Development Goals by ‘leaving no one behind’. Strengthening the watchdog function of civil society and promoting the accountability of duty-bearers will help ensure the ‘social contract.’ Addressing discrimination and ensuring that people (especially female farmers, young unemployed women, female survivors of gender-based violence and vulnerable communities) can access high-quality services and participate meaningfully in gender-responsive institutions and decision-making processes are preconditions for achieving the UNDP vision. *Gender equality* is thus an important objective integrated across all priority areas and strategies, and UNDP will ensure that women and youth are active shapers of development solutions.

Sustainable economic opportunities and decent work for all

15. Recognizing the need to ‘build back differently’ in the post-pandemic reality, UNDP will contribute to developing twenty-first century skills, competencies, networks and digital capacities among young men and women to improve their employability while protecting small and micro-enterprises from the worst effects of the expected economic recession. Building on previous successful initiatives such as the Youth Innovation Hub, UNDP will utilize the Accelerator Lab to support young men and women in establishing innovative, scalable and digitized businesses. UNDP will address concerns of sustainability by building the capacity of government, businesses and service providers through an inclusive platform to foster entrepreneurship and employment services for young men and women. It will expand the connectivity of youth through regional and global entrepreneurship platforms offering peer-to-peer exchange and growth. Through the Integrated National Financing Framework, UNDP – under the guidance of the Resident Coordinator and in

collaboration with the World Health Organization (WHO) and the International Organization for Migration (IOM) – will support the Government in developing stronger linkages between public-private financing; unlock the potential for climate, diaspora, health and other financing for the Sustainable Development Goals; and support policy reforms towards a more diverse economy.

16. The assumption underpinning this solution is that young men and women are hindered from becoming entrepreneurs and creating sustainable businesses, since they have yet to develop twenty-first century workplace experiences and knowledge, such as digital, negotiation and communication, vocational and technical skills. They are disconnected from private sector opportunities and lack space to nurture experiments. UNDP will work with the private sector, development partners and young innovators to provide integrated business services and promote youth entrepreneurship, while the Integrated National Financing Framework will engage government and partners in policy dialogues to increase Sustainable Development Goals financing and investments in human capital to address supply-side constraints.

17. Women and men in rural communities are vulnerable to poverty and climate risks due to a lack of diversified livelihoods and decent work. UNDP will draw on its experience with government-financed area-based local economic development in Oé-cusse to provide technical support to municipalities in acquiring sustainable funding for business services that will create climate-resilient livelihoods and jobs. To ensure sustainability, UNDP will work with oversight institutions such as the national Parliament, the Anti-corruption Commission, key ministries, and civil society, strengthening capacities to legislate, monitor and use evidence-based data for accountability. By enabling government to work in an integrated and participatory way with communities, civil society and the private sector, municipal governments can provide high-quality services and generate jobs and sustainable, climate-smart livelihoods. Efforts will be made to generate sustainable livelihood options through the effective management of natural resources, land and marine ecosystems, and the blue economy as a whole. Understanding the bottlenecks in diversifying the economy, and opportunities for greening it, will deepen knowledge and identify triggers for job creation. Addressing gender barriers and access to market and finance, and reducing obstacles to establishing sustainable businesses, will create an enabling environment for small and micro-enterprises. This will diversify livelihood opportunities, build community resilience to shocks, and reduce vulnerability to climate-induced poverty.

Resilience to climate change and the sustainable management of ecosystems

18. To support the government in meeting its commitment under the United Nations Framework Convention on Climate Change, delivering on its nationally determined contributions, and promoting a circular economy, UNDP, in collaboration with the Food and Agriculture Organization (FAO), IOM, the World Food Programme (WFP), and the United Nations Office for Disaster Risk Reduction, will address the causes of vulnerability to climate change while brokering partnerships for transformational climate action. Community-level engagement will intersect with national- and regional-level engagements through climate information systems to inform national policies, plans and investments in adaptation and mitigation. The impact of UNDP in this area will be measured by a national climate action platform where the Government will facilitate a whole-of-society, whole-of-government and whole-of-private-sector response to the climate crisis. It will serve as a facility to broker larger partnerships for innovative initiatives under the UNDP small island developing States offer to address frontier challenges faced by Timor-Leste, and foment new collaborations on climate action, new public and private financing for circular and blue economies, and enhanced capacities for evidence-based climate-smart policies, plans and budgets.

19. Technical and institutional capacity support to cross-sectoral ministries will enable the collection, analysis and use of data on climate change. This will improve evidence-based national planning, budgeting and coordination on climate risk and ecosystems management at the municipal level, and will strengthen reporting on international conventions on climate change. To improve public awareness and oversight of government investments and reporting on climate change, UNDP will strengthen substantive knowledge within civil society organizations and the private sector. This will ensure that newly acquired evidence from climate-information systems feeds into policymaking

and programme design and implementation to improve community resilience to climate risks and climate-induced poverty.

20. In partnership with the Green Climate Fund, UNDP will scale up community-driven design, implementation and monitoring of climate-resilient infrastructure, reinforcing green economic diversification by protecting assets and livelihoods against climate-risk. With support from the Global Environment Facility, UNDP will support communities and government authorities in improving the monitoring and management of land, marine and coastal ecosystems. This will enhance the resilience of communities – particularly youth and female farmers – to climate-risks, promoting diverse livelihoods and feeding into green/blue and circular economies and partnerships. Support to community leadership in designing and monitoring climate-resilient infrastructure and resource management will lead to greater municipal commitment to the infrastructure.

21. UNDP will prioritize strengthening the capabilities of government and civil society to engage in climate negotiations to implement the Paris climate declaration and fully meet its nationally determined contributions. Based on lessons learned, UNDP will strengthen the role of the private sector, social businesses and non-governmental organizations to scale up alternative energy interventions (biomass, wind and solar). As a small island developing State, Timor-Leste stands to benefit from green/blue circular economy models, and UNDP will facilitate society- and government-wide forums and platforms to integrate those models at national and subnational levels.

Accessible, accountable and gender-responsive governance systems, institutions and services at national and municipal levels

22. To address the challenges of accountable, inclusive and participatory governance and high-quality public services, UNDP will strive towards transformational impact by helping municipalities achieve their own vision of rights-based local development, learning through South-South cooperation and experience shared by regional and global networks (such as the United Nations Office for South-South Cooperation and the Economic and Social Commission for Asia and the Pacific). Facilitating the participation of excluded groups²² in democratic institutions and local governance will improve design and delivery of citizens' services, ensuring no one is left behind – especially during the critical pandemic recovery period of 2021-2022. Working closely with government institutions and partners such as the European Union, the Korea International Cooperation Agency (KOICA), Japan, and the Department of Foreign Affairs and Trade (Australia), UNDP will strengthen the capacities of public administration officials and municipal authorities as part of the decentralization process to manage local assets, collect data, and develop risk-informed local investment plans. UNDP will support an integrated approach to public finance and institutional strengthening, improving the governance of fiscal space and decentralization. Municipal governments will be better equipped to design and finance evidence-based investments for excluded groups and be accountable to feedback. UNDP will provide technical assistance to strengthen the watchdog function of oversight institutions (such as the Anti-Corruption Commission and national human rights institutions) and civil society organizations to reinforce demand-side accountability and human rights principles.

23. Increased participation of excluded groups in elections and the local governance process, and improving access and use of sex-disaggregated data in planning (through the municipal data portal) will lead to inclusive, risk-informed public service provision. Strengthened gender-responsive and strategic planning and accountability at the municipal level will promote resilience to climate change, improve local economic development, and generate jobs and diverse livelihoods for men and women. Improving the accountability of national institutions and the effectiveness of oversight institutions and civil society organizations will also improve the sustainability of other priority areas

²² 'Excluded groups' are households that are multi-dimensionally poor; survivors of gender-based violence; female farmers, households depending on one person's income or remittances; lesbian, gay, bisexual, transgender and intersex community; young women and men (15-24) not in employment, education or training; households with no access to water, sanitation, electricity and other forms of infrastructure; persons with disabilities; residents of areas vulnerable to climate-induced disasters; under-represented youth; and women.

by holding government to account for international commitments and implementation of Sustainable Development Goals-based policies and programmes.

24. Ensuring that excluded groups, especially survivors of gender-based violence, can access high-quality rule-of-law institutions and justice services remains a challenge. As part of the European Union–United Nations Spotlight joint initiative, led by UN-Women, UNDP will work with United Nations partners and the Ministry of Justice to provide community outreach and enhanced understanding of formal justice services. UNDP will strengthen the capacity of rule-of-law institutions, including the police, to provide high-quality services to all citizens, especially excluded groups. If excluded groups are supported to engage and trust the formal judicial sector, they will use formal justice services in addition to the customary law prevalent in the country. Furthermore, if rule of law institutions are supported by UNDP and partners – including KOICA and the Australian Police Force – to provide services such as mobile courts and vulnerable persons units to survivors of gender-based violence, more gender-responsive and accessible judicial services and systems will be made available. This will strengthen gender justice with and help prevent violence against women and girls.

25. The COVID-19 outbreak shows the importance of digitally literate and connected societies, businesses and governments for effective prevention and response. As Timor-Leste is one of the least digitally connected countries, UNDP will partner with the United Nations Capital Development Fund (UNCDF) to unleash the potential of the economy and the Fourth Industrial Revolution. UNDP will work with banks, micro-finance institutions and mobile operators to strengthen access to digital finance, mobile banking and payment services. UNDP will also strengthen the capacities of municipalities to operate online citizen portals to promote access to information in partnership with the European Union.

26. UNDP will partner with the resident coordinator system and other United Nations organizations to achieve the cooperation framework and national priorities. UNDP will continue working with the United Nations Children’s Fund (UNICEF) to strengthen innovation work streams in e-governance (unique citizen identifier and other citizen service platforms), and work with IOM, WFP and FAO on climate mitigation, adaptation and circular blue/green economy models. With UN-Women, UNFPA, the International Labour Organization, and UNICEF, UNDP will work to eliminate all forms of violence against women and girls; work with WHO and IOM on diaspora and pro-health financing strategies; and engage United Nations Volunteers to leverage volunteerism in programme implementation. UNDP will support the Office of the Resident Coordinator in sharpening the focus and prioritization of United Nations organizations by co-creating space for mutual learning, and engage in joint thought leadership, joint programming and innovative management of the United Nations common premises. UNDP will build on its South-South cooperation with Indonesia and India, and will explore new partnerships.

III. Programme and risk management

27. Successful implementation of the country programme will depend on managing risks and embedding agile, innovative programming to address challenges. During this programme cycle, UNDP will become a learning and knowledge-brokering platform, providing implementation support services to the Government. Our approach to programming will evolve into a more anticipatory network. UNDP will strengthen its capacity for horizon-scanning and foresight to anticipate and minimize risks. This will involve dialogue with government, communities, civil society organizations and development partners. Early-warning and risk-management arrangements will be led by the Resident Coordinator. UNDP will apply UNDP social and environmental standards and accountability mechanisms to manage the risks outlined below.

28. The political deadlock since 2018 underscores the high risk of a continued political impasse, with reduced efficiency of public institutions and delayed implementation of government programmes and budgets. The ability of the Government to drive new initiatives forward and secure funding and co-financing for UNDP programmes may be undermined. UNDP will mitigate that risk by maintaining dialogue with the Government and donors, conducting regular political economy

and context analysis, and introducing adaptive measures to programming when needed. UNDP will support the Government in delivering services in times of instability when government mechanisms could be disrupted.

29. The second risk is the high degree of economic vulnerability induced by reliance on oil revenues to fund public expenditure. The decline in petroleum production and global oil prices, combined with increased withdrawals from the Petroleum Fund, could threaten fiscal sustainability and undermine the ability of the economy to create and sustain new businesses and jobs. It could affect social cohesion and increase the risk of political instability. Under the guidance of the Resident Coordinator, and jointly with other United Nations organizations, UNDP will mitigate that risk by supporting the Government in operationalizing the Integrated National Financing Framework to mobilize additional public and private financing. UNDP will work with donors and the Government to promote economic diversification and enhance public debate on fiscal sustainability and Sustainable Development Goals financing.

30. The third risk is the increasing vulnerability of the country to climate-induced disasters and health epidemics, and its limited preparedness and coping capacity. Those risks may disrupt UNDP programme implementation, but they also present a long-term threat to livelihoods and poverty reduction. UNDP will work with the Humanitarian Partners Group and the Government to ensure mitigation planning against climate and disaster risks and health epidemics, as well as business continuity strategies and plans for government partners. UNDP will apply its social and environmental standards in programming, establish grievance mechanisms and conduct impact assessments. UNDP will embed proactive measures for foresight and anticipatory governance to enable it to identify risks and predict, reprioritize and reprogramme to respond to emerging trends and crises, including the impact of COVID-19.

31. To enhance mutual accountability, UNDP will establish a country programme board co-chaired by UNDP and the government coordinating agency. This will enhance stakeholder engagement in the programme, promote sustainability of programme results, and maintain dialogue on key development challenges, including resource mobilization and sustainable financing arrangements. UNDP will partner with embassies, civil society organizations and international organizations to engage on strategic issues. UNDP will reinforce its position as a learning and knowledge-based organization by promoting collective intelligence and integrating innovative co-design, exploration and experimentation principles and innovative partnerships. UNDP will ensure that youth, women and excluded groups serve as active agents of change and co-owners of our programmes.

32. This programme outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at country, regional and headquarters levels with respect to country programmes are prescribed in the Programme and Operations Policies and Procedures and the Internal Control Framework.

33. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to *force majeure*. The Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

IV. Monitoring and evaluation

34. UNDP will seek to engage innovative and agile data collection and monitoring methods (including collective intelligence, micro-narratives, and user-generated feedback) to monitor progress towards development outcomes and capture transformational results. UNDP will embed a robust monitoring and evaluation system in the programme and its projects, combining qualitative and quantitative data.

35. As part of the United Nations Sustainable Development Cooperation Framework for monitoring and evaluation, UNDP will co-lead two cooperation framework results groups and will contribute to data collection, monitoring and evaluation. The UNDP indicators are aligned, where possible,

with Sustainable Development Goals, national plan, and Strategic Plan indicators. UNDP projects will conduct results monitoring, jointly where relevant; collect sex-disaggregated data; and report on progress annually. UNDP will set up mechanisms to track and ensure the meaningful participation of women, people with disabilities, and youth, in decision-making, and will continue to use the gender marker for gender-responsive interventions and results.

36. In recognition of significant data gaps, UNDP is working with the Ministry of State Administration and the Secretary of State for Environment to develop a new municipal open-data portal and improve nationwide climate information systems. Those digital initiatives support evidence-based and risk-informed municipal strategic planning and real-time decision-making as part of the new decentralization process. They will help improve government capacity for data collection and enable UNDP to monitor programme progress at the municipal level.

37. In line with the independent country programme evaluation, the programme will integrate individual projects within a thematic portfolio. Sense-making will continue to further promote learning approaches to stay ahead of the curve as a development organization working in an unstable and fast-changing world – a lesson learned from the COVID-19 pandemic, which has forced to reposition priorities and test organizational adaptive capacities. Continuous sense-making will ensure complementarity, learning and knowledge management among projects. Using that approach, through an annual review and the results-oriented annual report, UNDP will synthesize results across projects and portfolios to show the greater impact produced by programmatic synergies.

Annex. Results and resources framework for Timor-Leste (2021-2025)

National priority or goal: By 2030 Timor-Leste will have joined the ranks of upper middle-income countries, eradicated extreme poverty and established a sustainable and diversified non-oil economy.				
United Nations Sustainable Development Cooperation Framework (UNSDCF) outcome involving UNDP No. 2: By 2025, institutions and people throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work to reduce poverty.				
Related Strategic Plan outcome: <i>Outcome 1 – Advance poverty eradication in all its forms and dimensions,</i>				
UNSDCF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners / partnerships and frameworks	Estimated cost by outcome (\$ millions)
Indicator 2.3.1. Percentage of youth (15-24) not in education, employment or training (Sustainable Development Goals – SDG indicator 8.6.1) Baseline: 20% (Male 17%, Female 24%) Target: 18%	Data source: Census, 2015	Output 1.1. Young men and women have improved access to sustainable economic opportunities. Indicator 1.1.1 Number of young men and women benefiting from entrepreneurship and employability skills and services (IRRF*1.1.1.2) Baseline (2019): 729 Target (2025): 2000 (50% female) Source: UNDP projects Indicator 1.1.2 Proportion of young men and women employed after their employability skills are enhanced by UNDP Baseline: 17% employed Target: 50% (50% women) Source: UNDP projects	Private sector Secretary of State for Professional Training and Employment Ministry of State Administration (MSA) Secretary of State for Youth and Sports Entrepreneurship development support institute United Nations organizations	Regular: 1,549,000
				Other: 10,263,471
Indicator 2.1.2: Share of informal employment in non-agriculture employment, by sex (SDG indicator 8.3.1) Baseline: 72% (2013); Male 70 %, Female 76% Target: 65% Source: Labour Force Survey	Data Source: Labour Force Survey, 2013	Output 1.2. Vulnerability to multidimensional poverty reduced and livelihood opportunities increased, especially among rural/coastal communities Indicator 1.2.1 Number of households with one new additional income stream for at least 6 months per year Baseline (2019): 1000 Target: 3000 new Source: UNDP project database * IRRF = Integrated Results and Resources Framework Indicator 1.2.2. Number of new enterprises established with UNDP support	Secretary of State for Environment (SSE) Ministry of Agriculture and Fisheries (MAF) MSA Secretary of State for Cooperatives Banks Private sector Donors	

		Baseline (2019): 91 Target: 500 Source: UNDP project database	UNCDF United Nations Volunteers programme (UNV)	
National priority or goal: By 2030, the strong bond between Timorese people and the environment will be restored and our natural resources and environment will be managed sustainably for the benefit of all.				
UNSDCF outcome involving UNDP #6: By 2025, national and sub national institutions and communities (particularly at-risk populations including women and children) in Timor-Leste are better able to manage natural resources and achieve enhanced resilience to climate change impacts, natural and human induced hazards, and environmental degradation, inclusively and sustainably				
Related Strategic Plan outcome: <i>Outcome 3 – Strengthen resilience to shocks and crises</i>				
Indicator 6.3.2: Progress towards sustainable forest management (SDG Indicator 15.2.1) Baseline: 44 sites identified Target: 1 protected area demarcated each year, with management plan	Data source: MAF	Output 2.1. Sustainable management of natural resources and ecosystems promoted through policies, guidelines, information systems, knowledge and community-level conservation Indicator 2.1.1 Number of hectares reforested, restored, protected or planted and number of households benefited (IRRF1.4.1.2) Baseline (2019): 2,116 hectares; 21,900 households/109,500 people (Coastal Resilience Building project) Target (2025): 90,300 hectares (marine and land); households: to be determined Source: UNDP environment projects Indicator 2.1.2 Number of policies, strategies, plans, guidelines, systems related to sustainable environmental and marine ecosystem development prepared and submitted for approval Baseline (2019): 20 Target: 17 new Source: UNDP environment projects	MAF MSA Municipalities Civil society organizations (CSOs) GCF GEF SSE Ministry of Public Works (MPW)	Regular: 600,000 Other: 24,381,500
Indicator 6.2.3: Number of people benefiting from the construction and retrofitting of sustainable, resilient and resource-efficient infrastructure utilizing local materials (SDG Indicator 11.c.1) Baseline (2019): 103,089 in 6 municipalities Target: 150,000 (50% female)	Data source: UNDP Green Climate Fund (GCF) Project Document (2020-2026)	Output 2.2. Rural communities benefit from climate resilient infrastructure Indicator 2.2.1 Number of climate resilient infrastructure units constructed or rehabilitated Baseline: 13 non-climate proofed units/year in each of the 6 municipalities Target: 130 Source: UNDP project reports Indicator 2.2.2	GEF GCF Department of Foreign Affairs and Trade of the Australian Government (DFAT) SSE PNDS (Programa Nasional Dezensolvimentu Suku) (National Programme for Village Development) Secretariat	

DP/DCP/TLS/3

		<p>Number of men and women benefiting from climate-resilient infrastructure</p> <p>Baseline (2019): 103,089 people in 6 municipalities Target (2025): 150,000 people (50% women) Source: UNDP project reports</p>	<p>MSA</p> <p>Secretary of State for Civil Protection</p> <p>CSOs</p>	
		<p>Output 2.3. Innovative partnerships and platforms developed for climate action</p> <p><i>Indicative indicator 2.3.1</i> Number of climate action initiatives brokered/supported through partnership with development partners, government and private sector (including public-private partnership)</p> <p>Baseline: 0 Target: 4 Source: GCF project</p> <p><i>Indicator 2.3.2</i> Number of new partnerships and funding for climate action</p> <p>Baseline (year): 0 Target (year): 2 Source: GCF project</p>	<p>GCF</p> <p>SSE</p> <p>MPW</p> <p>MAF</p> <p>MSA</p> <p>CSOs</p> <p>Private sector</p> <p>United Nations organizations</p> <p>Development partners</p>	
<p>National priority or goal: Public sector management and good governance</p>				
<p>Cooperation framework outcome involving UNDP #5: By 2025, the most excluded people of Timor-Leste are empowered to claim their rights, including freedom from violence, through accessible, accountable and gender-responsive governance systems, institutions and services at national and subnational levels</p>				
<p>Related Strategic Plan outcome: <i>Outcome 2 – Accelerate structural transformations for sustainable development</i></p>				
<p>Indicator 5.3.1: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG indicator 16.7.2)</p> <p>Baseline: 66.08% Target: To be confirmed</p>	<p>Data source: Asia Foundation, Tatoli Survey 2013-2018 (2014)</p>	<p>Output 3.1: Excluded groups have increased participation and representation in democratic institutions and local governance processes</p> <p><i>Indicator 3.1.1</i> Number of men, women, youth and people with disability (PWDs) participating in local planning processes.</p> <p>Baseline (2019): Average 311 PWDs/municipality (total 2; 19% women) Target: Average 350 people/municipality (total: 6; 33% women; 33% youth; 2% PWDs) Source: UNDP projects</p>	<p>MSA</p> <p>Municipalities</p> <p>Electoral management bodies</p> <p>UNV</p> <p>Media</p>	<p>Regular: 1,150,000</p> <p>Other: 26,059,504</p>

		<p>Indicator 3.1.2 Percentage of women and youth participating in elections as voters and electoral staff (IRRF2.2.2.2)</p> <p>Baseline (2018) Women and youth voters: 49% and 51% Women and youth electoral staff: 50% women; N/A for youth</p> <p>Target (next elections) Women and youth voters: 50% and 60% Women and youth electoral staff: 50% and 30%</p> <p>Source: Electoral management bodies.</p>		
		<p>Output 3.2. Capacity for planning, monitoring and accountability of national and municipal institutions and CSOs improved.</p> <p>Indicator 3.2.1 Number of municipalities with climate and gender-responsive plans and budgets (IRRF2.3.1.1)</p> <p>Baseline (2020):0 Target: 6 Source: UNDP projects</p> <p>Indicator 3.2.2 Number of municipalities using municipal data portal for planning, budgeting, and monitoring (IRRF2.2.1.1)</p> <p>Baseline (2020): 0 Target (2025): 12 Source: UNDP project reports</p> <p>Indicator 3.2.2 Number of citizens' reports and social audits prepared and made public by CSOs or community groups</p> <p>Baseline (2020): 0 Target (2025): 6 Source: reports from partner CSOs</p>	Municipalities Office of Prime Minister Secretary of State for Equality and Inclusion National Parliament Civil Service Commission CSOs UNV Anti-corruption Commission European Union Korea International Cooperation Agency (KOICA)	
<p>Indicator 5.1.1: Proportion of victims of violence in previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms (SDG indicator 16.3.1)</p> <p>Baseline Sought help: 19.5%</p>	<p>Data source: Demographic and Health Survey, 2016</p>	<p>Output 3.3: People, especially excluded groups and women, benefit from accessible, high-quality rule-of-law institutions and justice services (including police)</p> <p>Indicative indicator 3.3.1 Number of men and women, including survivors of gender-based violence (GBV), accessing justice services with UNDP support (IRRF2.2.3.2)</p>	Ministry of Justice National Police National human rights institutions Parliament MSA	

DP/DCP/TLS/3

<p>Report to police: 4.5% Report to a lawyer: 0.4% Target: To be confirmed</p>		<p>Baseline (2019): 552 disputants in Access to Justice Clinics (133 women) and 6,000 cases (2,000 women) through mobile courts Target (2025): 2,000 disputants (750 female); 11,000 registered cases (3,000 female) Source: project and court database</p> <p>Indicator 3.3.2 Number of laws, policies or procedures drafted or revised to prevent or respond to GBV (IRRF1.6.2.2)</p> <p>Baseline (2020): 0 Target (2025): 4 Source: Spotlight project</p> <p>Indicator 3.3.4 Gender perspective integrated into all legislation developed with UNDP support</p> <p>Baseline (2020): 0 Target (2025): 20 Source: UNDP projects</p>	<p>Municipalities CSOs United Nations organizations EU KOICA</p>	
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